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OCI 243-24

24 September 1974

MEMORANDUM FOR: Deputy Director for Intelligence

SUBJECT : Disposition of OCI's Manpower

25X1 1. You have asked that we look into "layering" and "levels of review" in OCI, and I am quite willing to have [] do so. If he can find elements we can do without, I will be happy to dispose of them. I want to record, however, my rejection of the criticisms implicit in this inquiry. It is one of the standard bitches of the OCI analyst that he has too many layers over him; the GI always complains about the company cooks. What matters in the final analysis is whether the company fights, and whether OCI delivers. OCI does, and our prose is as good as any in the government.

25X1 25X1 2. OCI eliminated the Section and Unit level in the middle Fifties. In 1969 OCI had four Areas and ten Divisions each with a chief and at least a slot for a deputy chief. Now it has no Areas and five Divisions. It had 24 Branches; now it has 17. It had 14 Production and Research Officers; now it has 6. Although since 1969 we have reduced analyst strength on Indo-China by [] (total manpower on IC by []), and eliminated the [] analyst man-years devoted to the NIS, our analyst on-duty strength has only dropped by [] and is actually higher than it was in April 1973. Thus, we are managing--and editing--with a much greater ratio of analysts to supervisors. (Note that virtually all of our branch chiefs also carry analyst responsibilities and do not have deputies.) 25X1 25X1

3. When the DCI or DDCI reviews a draft, it is unrealistic to think that the Branch, Division, Office, and Directorate Chiefs who stand between him and the analyst are not going to review it first. If anything is going to give, it will have to be in the production elements. Here our structure is indeed complex. I hope I have documented

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in earlier memoranda why this is so. The PDB, NID, and NIB each has its own peculiarities, which in turn reflect the DCI's close attention to each. The CIWR and CIWS, although in recent years taking a lesser place, nonetheless are demanding of editorial attention if we are to maintain a high standard. For all other production, however, we have moved to decentralize as much as possible. Most of our estimate and memorandum production moves directly from Division to NIO or to consumer without further editorial intervention in OCI. The Staff Notes series is produced entirely within the Divisions. | 2

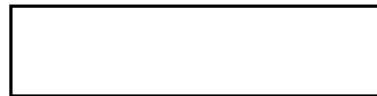
25X1 4. On paper, the professional strength devoted to all phases of "production" has been reduced only from to , but these figures are deceptive. In the last year, many of our substantive editors have been put on shifts. For instance, we have four senior and four junior editors for the NID, but only one of each is on duty per shift. Many professionals assigned to production are not editors but proof-readers, layout men, and what we call "production control" officers. The latter show on the T/O as editors, but their job is the nerve-wracking one of checking: editing for capitalization, punctuation, spelling, making sure all the pieces of a daily come together in the proper order--text, graphics, table of contents--and agree with one another; ensuring that all security rules and controls are obeyed, verifying coordination; double-checking the proof readers, printers and everyone else involved in the process. With three dailies, each with its own ground-rules, this is not a job for second-raters. ✓

25X1 5. Since 1969 OCI (less the Operations Center) has been cut from positions to , with additional cuts planned for FY 76. It has absorbed a number of additional functions--writing National Estimates, for instance--and has been able to eliminate only the NIS. When it was asked by the DCI to publish the NID, it undertook to do so without additional personnel. Having done this successfully, it was rewarded with a further cut. As noted above, it has been quite successful in protecting its analyst force from the knives, and is simplifying its structure. Since 1969, by my calculation, it has halved the number of line and editorial officers taking part in the production process at any one time. There has, of course, been no proportionate ✓

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decrease in the volume of analyst complaints. On the other hand, I believe the quality of our product has improved substantially. We are doing pretty damn well with the resources we are begrudged. As long as this is so, why question how we use them?

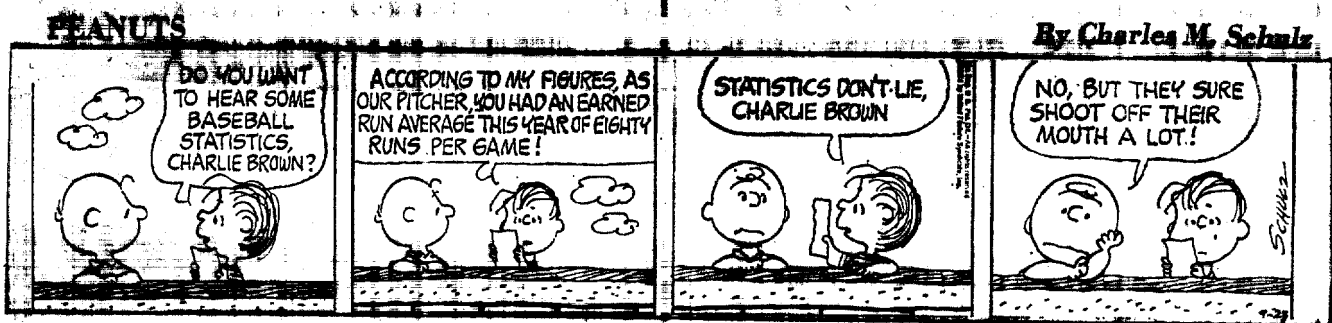
6. The attached table shows OCI's disposition of its professional manpower as it actually was in June 1969, at the peak of our strength, and as it is now. Two additional columns show corresponding data for April 1973, after the Schlesinger firings but before any change in office structure, and as projected in April 1973 for the end of FY 74. Some of these figures may not be accurate to the last digit.



25X1

RICHARD LEHMAN
Director of Current Intelligence

Attachment



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